

Region 8 2018 Highlights

This document highlights Region 8's 2018 success stories. These stories reflect our commitment to work more effectively and efficiently to deliver environmental results for the communities in our six states and 27 Tribal Nations. While these stories represent a small portion of the efforts being made across our programs, they underscore a renewed emphasis on improving our approach to Superfund cleanups, protecting drinking water, and bringing clarity and certainty to our regional operations. They also demonstrate results associated with our focus to partner more effectively with our states, tribes, and communities to protect public health and the environment.

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SUPERFUND

In 2018, Region 8 emphasized accelerated cleanup of contaminated sites that posed the most risk to human health and the environment. We wanted to accelerate cleanup of sites while ensuring that communities received a cleanup that was protective. We entered 2018 by setting deadlines for cleanup and delisting dates for some of the most long-standing sites in the region. Some of these sites have been on the NPL for over thirty years. We made clear to all parties that ideally, we would seek and secure agreement on the steps necessary to protect human health and the environment, but if not, EPA would act unilaterally.

Colorado Smelter Superfund Site

The Colorado Smelter was a silver and lead smelter that operated in Pueblo, CO from 1883 to 1908. EPA listed the site on the National Priorities List in December 2014, due to high levels of arsenic and lead levels in residential soil. This is a fund lead site and-- as budgeted in FY 17-18 --remediation of homes and yards would have taken over 10-years to complete.

In July 2018, Region 8 worked with EPA's then Deputy Administrator Andrew Wheeler to secure approximately double the annual cleanup funding for five years. These funds will reduce the cleanup timeframe from over a decade to three to five years. The accelerated schedule will significantly shorten the time required to address unacceptable exposures to residents in the study area, particularly children, and will move the site toward completion and restoring the neighborhoods to full use. The team that makes this work possible is Sabrina Forrest, Jasmin Guerra, Fran Costanzi, Duc Nguyen, Mike Cirian, Stephen Moores, Jesse Aviles, Maureen O'Reilly, Jennifer Harrison, Jamie Miller, and Charlie Partridge.

"We are extremely pleased that Region 8 EPA Administrator Doug Benevento has been able to secure additional funds for the project. This allows us to complete the job faster, which has been a primary goal of our community. We are also pleased with EPA's effort to use local jobs and businesses to accomplish many of the tasks. Securing as many jobs as we can locally is important." - Pueblo County Commissioner Terry Hart



The Butte and Anaconda agreements are significant steps in the process to achieve the announced goals of completing cleanup and beginning deletion of the Butte site by the end of 2024 and the Anaconda site by the end of 2025. EPA intends to begin the deletion process in 2019 by partially deleting two operable units at the Anaconda site.

Anaconda Smelter Superfund Site

Environmental damage in the town of Anaconda was caused by approximately 100 years of copper smelting. A 585-foot smoke stack emitted arsenic, lead, cadmium, copper, and zinc into the air until 1980, impacting more than 300 square miles. The Anaconda site was listed in September 1983.



In 2018, the region accelerated cleanup of the site by setting a deadline to reach a comprehensive cleanup agreement with all parties or, in the alternative, issue a unilateral order to drive cleanup at the site. EPA also established a goal to complete cleanup and commence delisting of the site by 2025. An agreement among all parties was reached this past summer which will secure the completion of cleanup by 2025. The agreement will also provide economic development funding for the community.

In 2018, EPA also funded ATSDR to conduct a community health study in cooperation with the State of Montana and the local health department. At the request of the local elected leadership, EPA also ordered testing of soils and dust residuals in schools.

EPA also hosted over 20 community meetings with state and local officials to solicit community feedback. Some of the key staff involved were Charlie Coleman, Andy Lensink, David Sturn, Chris Wardell, Charlie Partridge, and Suzanne Bohan.



Giant piles of slag sit on along Highway 1 on the way into Anaconda, MT, July 11, 2018. Slag is a byproduct of copper smelting.

Silver Bow Creek / Butte Area Superfund Agreement

The Silver Bow Creek/Butte Area site is in Butte, Montana and includes 26 miles of stream and streamside habitat. Since the late 1800s, mining wastes have been dumped into streams and wetlands near mining operations. These activities contaminated soil, groundwater and surface water with heavy metals.

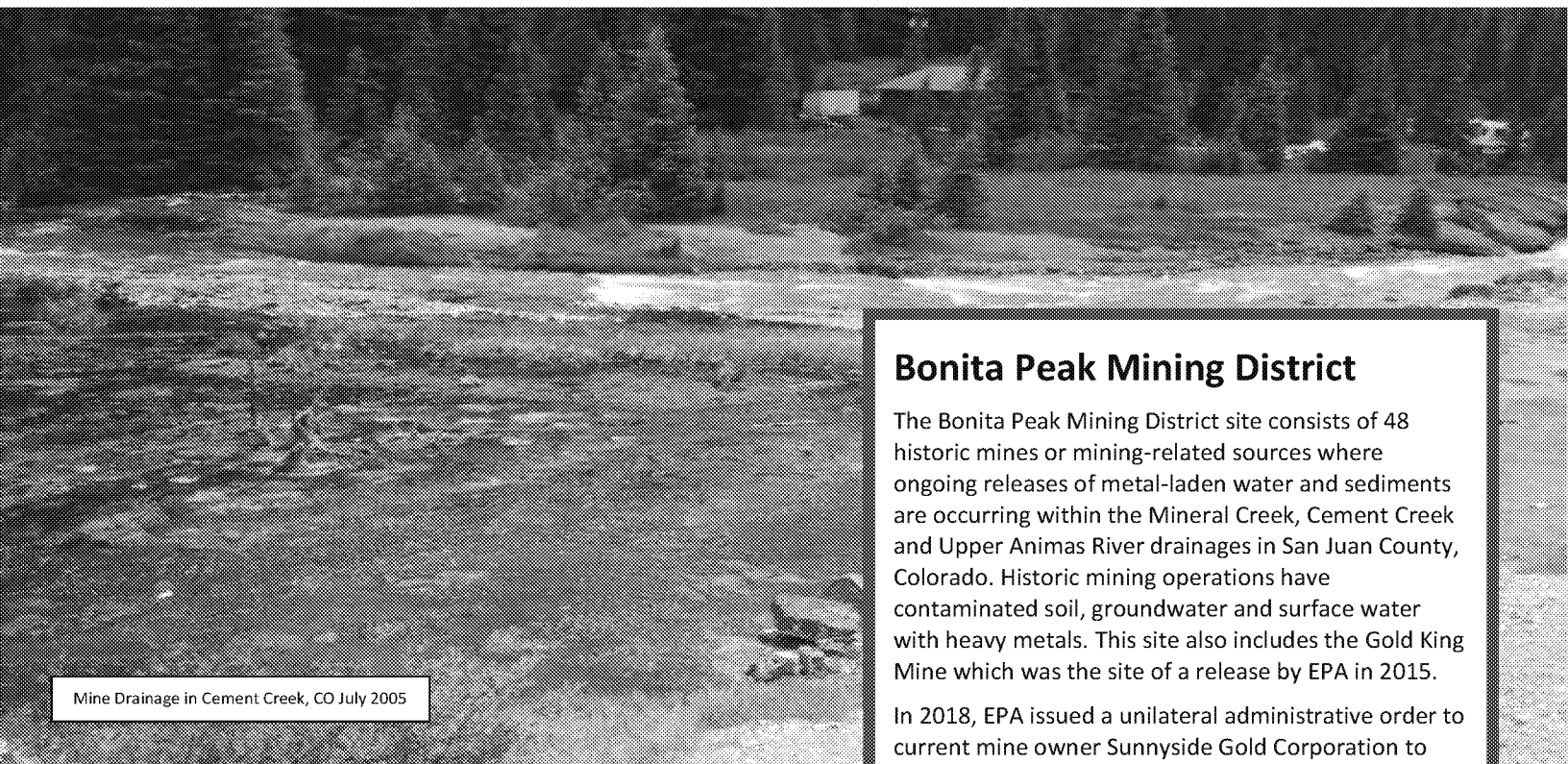
In 2018, EPA set a goal for completing remediation and commencing delisting of the Butte site by 2024. To

achieve this, EPA set a deadline for parties to reach a cleanup agreement at the largest remaining operable unit and made it clear to all parties that, if an agreement was not reached, EPA would issue orders to drive cleanup. An agreement was reached, and a Consent Decree will be signed in 2019 memorializing the terms of the cleanup.

The agreement is much more beneficial to the community than a unilateral order because its terms include remediation that EPA could not have ordered. Also, the agreement included additional amenities such as having the PRP create open spaces and water features that otherwise would not have been possible. The key staff that made the Agreement possible are Nikia Greene, Henry Elsen, David Sturn, Chris Wardell, Charlie Partridge and Martin Hestmark.



"Butte owes (EPA Regional Administrator) Doug Benevento its gratitude...for getting the cleanup unstuck after more than a decade of stasis. Butte can now see a path to a transformational cleanup—the cleanup that Butte deserves and the cleanup that will assure Butte's future." A Montana Standard editorial in November 2018 credited EPA's work



Mine Drainage in Cement Creek, CO July 2005

Bonita Peak Mining District

The Bonita Peak Mining District site consists of 48 historic mines or mining-related sources where ongoing releases of metal-laden water and sediments are occurring within the Mineral Creek, Cement Creek and Upper Animas River drainages in San Juan County, Colorado. Historic mining operations have contaminated soil, groundwater and surface water with heavy metals. This site also includes the Gold King Mine which was the site of a release by EPA in 2015.

In 2018, EPA issued a unilateral administrative order to current mine owner Sunnyside Gold Corporation to conduct groundwater investigation activities at its mine to determine the impact its past activities have had on water quality. Additionally, we are currently examining records of SGC and its parent company, Kinross, to determine Kinross' liability for cleanup.

In the past three years, over 1,000,000 pounds of heavy metals have been removed from the Gold King Mine discharge. Our ultimate goal is to improve water quality at Bonita Peak, and our efforts are all designed accomplish that goal. Organisms typically found in healthy water bodies have been measurably impaired in approximately 30 miles of the Animas River due to heavy metal concentrations in surface water.

Key Remedial Program staff on this project are Rebecca Thomas, Christina Progross, Rob Parker, Doug Naftz, Andrew Todd, Ian Bowen, Dan Wall, Mike Rudy, Natasha Davis, Steve Merritt, Shawn McCaffery, Will Lindsey and Cynthia Peterson.

Libby Asbestos Superfund Site Moves Toward Deletions

Libby, MT was listed as a Superfund site in 2002 due to the harmful effects of the vermiculite mined and processed in this area. The vermiculite contains a toxic and highly friable form of asbestos. In 2018, Region 8 completed the cleanup of residential and commercial areas of the site—a significant milestone at a site that ranks among the agency's most challenging cleanup efforts.

On November 29, Regional Administrator Doug Benevento visited to Libby to acknowledge cleanup progress and ensure that \$5-8 million of remaining special account money would be devoted to future operations and maintenance costs at the site.

This addressed the community's concerns on future funding needs. EPA, Montana DEQ, and Lincoln County will work together to complete the formal deletion of several of the operable units in Libby in 2019. Key EPA staff include Mike Cirian, Dania Zinner, Christina Progross, Jennifer Harrison, Mark Chalfant, David Berry, and Max Greenblum.



Doug Benevento at Libby community meeting in November 2018

EMERGENCY RESPONSE

Ensuring that we are prepared to respond to any emergency was a top priority for Region 8. While there were no major emergencies in Region 8 this past year, we responded to several incidents, including releases from pipelines. We completed response work at 27 contaminated sites and 4 oil spill sites we also actively worked on an additional 23 contaminated sites and 11 oil spill sites. Region 8 also supported Regions 9, 2, and 4 by sending 46 employees to help with responses.



Decontaminating the steps following the cleanup.

Boulder County Ricin Incident, Colorado

The Region 8 Emergency Response program performed decontamination of a condominium where ricin was manufactured. Ricin is a highly lethal biotoxin which can cause serious illness and possible death. The condominium was on the second floor of a complex that contained nine units. The FBI and Boulder County Hazmat evacuated the condominium complex and restricted access until the materials and equipment used to manufacture the ricin could be removed. EPA Federal On-Scene Coordinators, Joyel Dhieux and Duane Newell, coordinated with Boulder County Hazmat to assess cleanup and decontamination procedures.

Smart Sectors

EPA initiated a Smart Sectors initiative on October 2, 2017, to provide, “a platform to collaborate with regulated sectors and develop sensible approaches that better protect the environment and public health.” The ultimate goals were to increase the level of collaboration with the regulated community and to discuss existing EPA policies and practices and to provide a forum for commentary on those practices and policies. In May 2018, Region 8 initiated its own Smart Sector initiative to focus on sectors that are uniquely situated within the region such that their input would help us determine how we can better perform our job of protecting human health and the environment. Region 8 selected 3 sectors – Agriculture and Food Production, Mining and Oil and Gas, and Outdoor Recreation and Tourism.

The agriculture sector in Region 8 includes 151,400 farms spanning 214 million acres with an annual economic impact of \$36.7 billion. A little more than 57% of the land in Region 8 is in agricultural production, excluding grazing on public lands. The mining sector employs more than 160,000 people and generates a \$2.4 billion economic impact. The oil and gas sector employs nearly 500,000 people and has a \$66.2 billion economic impact. And the outdoor recreation sector in Region 8 employs 538,000 people generating \$19.5 billion in wages and salaries. To develop a better understanding of these industries, we held 16 Smart Sector Meetings in locations across our states.



Doug Benevento, RA, and Dave Glatt, the Environmental Health Section Chief of the North Dakota Department of Health, listen to leaders from the state's lignite industry in Bismarck.

R8 Brownfields

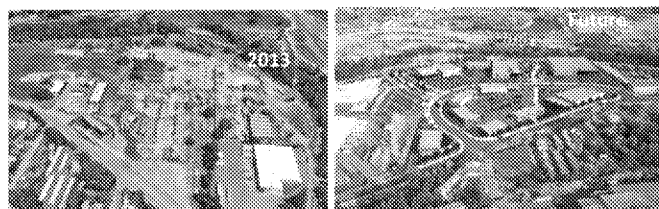
60 Properties were made Ready for Anticipated Use (RAU) in 2018, a 44% year-over-year increase when compared to 2017.



136 housing units are under construction or completed at the new **Iron Works Village** in Englewood, Colorado. \$859,000 in EPA funds were used to remediate contaminated soils on 8.5 acres of the former General Iron Works foundry site, making this new development possible.

Union Stockyards in Ogden, Utah

In partnership with the State of Utah Voluntary Cleanup Program, the City of Ogden used \$400,000 of EPA funds to remediate soils contaminated by pesticides, metals, lead, petroleum, and volatile (and semi-volatile) organic compounds. With cleanup complete, the property will be transformed into the Ogden Business Exchange, a lifestyle business park.



Region 8 Lead Action Plan

Ongoing work being completed as part of EPA Region 8's Lead Action Plan includes an outreach, assistance, and enforcement initiative focused on compliance with EPA's Lead Renovation, Repair and Painting Rule to promote lead-safe renovations and protect vulnerable populations from exposure to lead-based paint hazards. In addition, EPA is working with state, tribal, and local partners across the region to ensure compliance with Safe Drinking Water Act requirements and standards for lead in drinking water systems. The region is also accelerating the pace of cleanups at contaminated sites where lead exposure is a concern, including at the Colorado Smelter site in Pueblo, Colorado; the Silver Bow Creek/Butte and Anaconda Superfund sites in Montana; and Brownfields properties on the Spirit Lake Nation in North Dakota.

“EPA Region 8's Action Plan focuses on reducing lead exposure through programs that address various sources, including drinking water, lead-based paint, and soil at contaminated properties,” said EPA Regional Administrator Doug Benevento. “This work reflects our core responsibilities to protect public health, including children and sensitive populations. The effectiveness of lead poisoning prevention depends on coordinated approaches with our federal, state, tribal, and local partners.”

Protecting human health and the environment is the agency's top mission and we do that by ensuring that the regulated community is operating in compliance. An important tool in achieving compliance is a strong enforcement presence and in Region 8 we are committed to compliance and achieving it through enforcement if necessary. In 2018, we focused our efforts on those statutes that EPA had or could not delegate to another governmental entity. For these statutes, EPA is the primary and sole regulator, requiring us to focus resources to ensure compliance. In 2018, we focused on direct implementation (DI), particularly for the drinking water program in Wyoming and Indian Country. We also generally focused on DI work in Indian Country and the States. Finally, Superfund enforcement was and will continue to be a priority for Region 8.

Utah's Salt Lake City Attainment SIP

Utah's attainment SIP for the Salt Lake City PM_{2.5} Serious nonattainment area was due on December 31, 2017. The State was having difficulties demonstrating attainment through air quality modeling, which was leading to continued delays in submitting of a Serious area SIP for Salt Lake City. Recognizing these difficulties, the Regional Administrator assembled a team of EPA staff and senior management and traveled to Salt Lake in March 2018 for a meeting with the director of the Utah Department of Environmental Quality (UDEQ), Alan Matheson. This meeting was very productive and resulted in a path forward for the State to demonstrate attainment in a manner that could be satisfactory to EPA – using a “weight of evidence” approach. The meeting also renewed everyone's focus on getting a SIP submitted. Staff at both agencies continued to meet every other week for the next six months and now the state plans to submit a Serious area SIP that demonstrates attainment by no later than March 1, 2019.

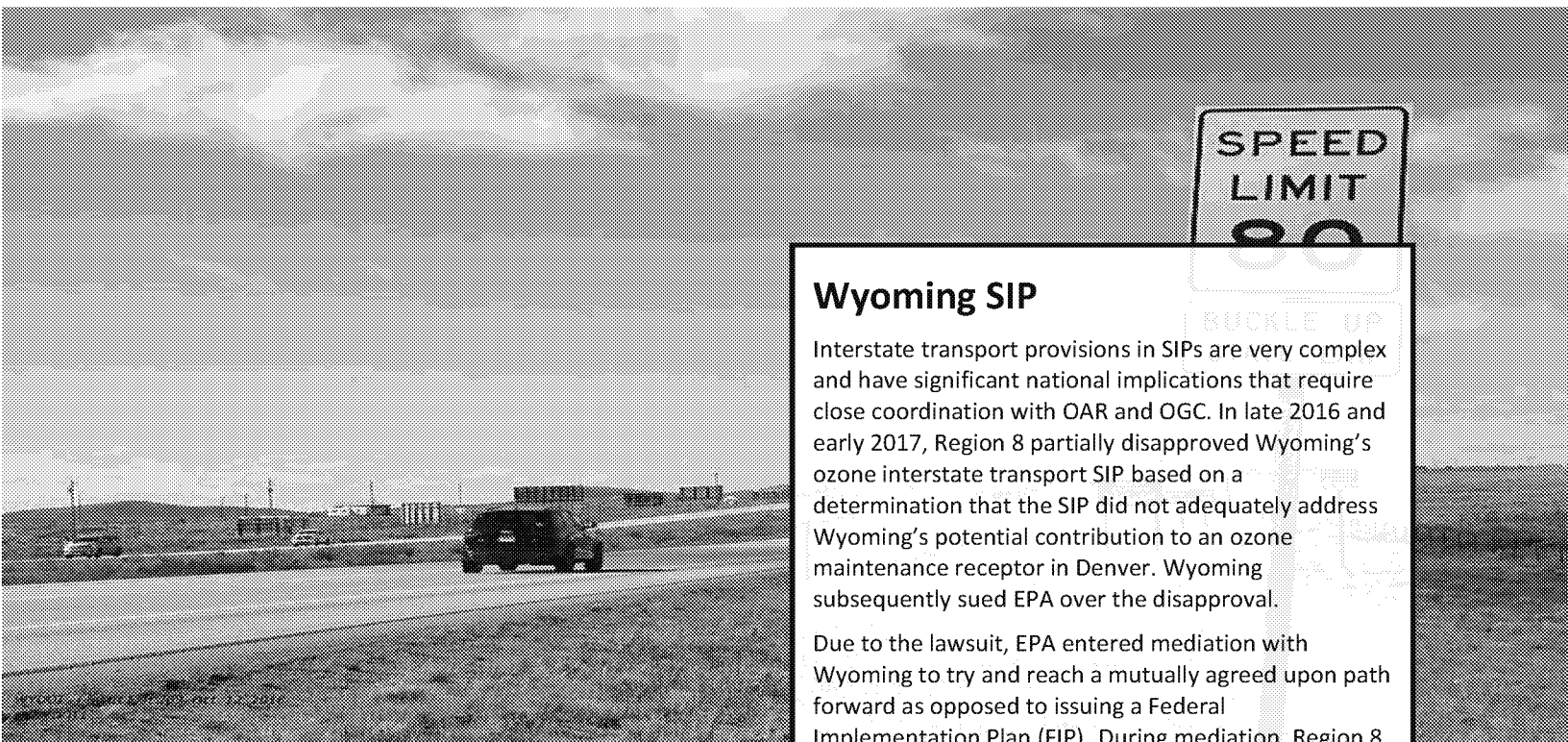
“My staff are really excited about the actual publication of this in the Fed Register. I don't know if they've expressed this to you or not but thank you guys very much for all of you and your staff's work on these, too. It has been really great to see them all working so closely together on the PM2.5 issues over here. And haze. And ozone. And the Uintah Basin. A lot of respect and trust and cooperation going into and coming out of this.” - Dave McNeill, Manager, Planning Branch, Utah Division of Air Quality (November 26, 2018)

As evidenced by the submittal of the Serious area SIP for Salt Lake City, as well as the above mentioned Clean Data Determination for the Logan nonattainment area, the current EPA/Utah working relationship on PM_{2.5} nonattainment issues is in a productive place. We recently received the message above from a manager with Utah DEQ that contains a very positive message and reflects our view of the current working relationship.

Wyoming Exceptional Events

In a November 30, 2018, letter Region 8 resolved a long-standing issue with the State of Wyoming regarding historic exceptional events that occurred from 2007-2015. Wyoming submitted 45 exceptional event demonstration packages to the region, consisting mostly of PM₁₀/PM_{2.5} and a few ozone exceedances, with the request that the region act/concur on each demonstration package. This issue had also been raised by Senator Barrasso during hearings before EPW and he had also written several letters to the agency. Region 8 previously evaluated the events under the 2007 Exceptional Events Rule and sent letters in May 2015 and April 2016 closing out our action on the exceptional event demonstrations, without specific concurrence on each package because none of the exceedances had a regulatory use for the EPA under the Clean Air Act.

To resolve Wyoming's issue that Region 8 had not acted on these specific exceptional event demonstrations, we reevaluated the 45 demonstrations under the revised 2016 Exceptional Events Rule. In a November letter, Region 8 stated that the analysis did not identify any pending EPA regulatory determinations that Wyoming's exceptional event demonstrations would affect, and therefore, the region's review was complete and closed-out. With some clarifying language added to the letter that EPA had discussed with Wyoming, this issue regarding these historic exceptional event demonstrations has been resolved. Region 8 continues to work with Wyoming on language in our initial notification response letter that is now required under the 2016 Exceptional Events Rule.



Wyoming SIP

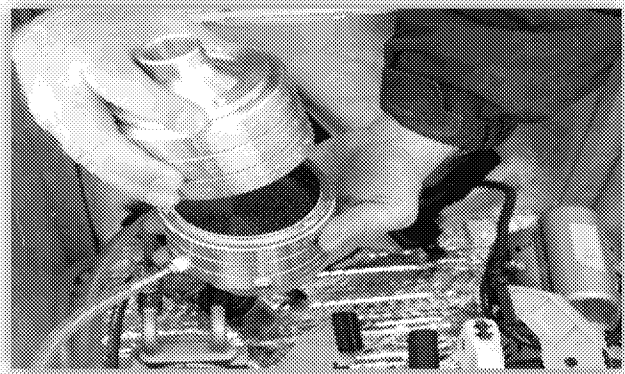
Interstate transport provisions in SIPs are very complex and have significant national implications that require close coordination with OAR and OGC. In late 2016 and early 2017, Region 8 partially disapproved Wyoming's ozone interstate transport SIP based on a determination that the SIP did not adequately address Wyoming's potential contribution to an ozone maintenance receptor in Denver. Wyoming subsequently sued EPA over the disapproval.

Due to the lawsuit, EPA entered mediation with Wyoming to try and reach a mutually agreed upon path forward as opposed to issuing a Federal Implementation Plan (FIP). During mediation, Region 8 provided Wyoming with several options that could be used to develop an approvable SIP. Because of the comprehensive effort to fully analyze all possible options, Wyoming agreed to many of the requests and submitted a revised version of the SIP. We anticipate approval of the SIP in July 2019. This is a tremendous benefit to our relationship with Wyoming and drastically reduces the legal burden for both parties. This effort was made possible due to the work of Martin Hestmark, Carl Daly, Scott Jackson, Adam Clark, Steve Odendahl, Chris Dresser, Monica Morales and Gail Tonnesen.

Logan, UT Achieves Attainment

On October 19, 2018, EPA finalized approval of a Clean Data Determination/Finding of Attainment for the Logan, Utah – Idaho $PM_{2.5}$ nonattainment area. This approval makes the Cache Valley the first region in Utah to achieve these standards in the last 12 years. The determination was based on certified ambient air monitoring data from the 2015-2017 period. The data showed that the area attained the 2006 24-hour $PM_{2.5}$ National Ambient Air Quality Standards (NAAQS) by the agreed upon date of December 31, 2017.

Prior to 2018, Region 8 worked with Utah to develop and approve air pollution control measures for area sources in the nonattainment area. These measures, in addition to an enhanced vehicle emissions testing program and the State's wood burning bans contributed to the area coming into attainment with the $PM_{2.5}$ NAAQS. This is a major success story for the area and is due in large part to the partnerships between EPA, the State of Utah and local entities. This significant achievement was touted by the state and local media. Monica Morales, Scott Jackson, Crystal Ostigaard, and Steve Odendahl.



Randy Martin monitors sensors that collect particulate matter ranging from 9 microns to .4 microns at the Division of Air Quality monitoring station in Smithfield on Jan. 19, 2017.

Water Quality Protection

Region 8 protected water quality by taking actions—including nine administrative orders—resulting in 410,610 gallons of oil spills prevented and 196,466 pounds of water pollutants reduced, treated or eliminated; over twice the benefits achieved in FY17. The pollutants reduced included metals, suspended solids, sediment, organic matter, and nutrients. Wastewater enforcement actions were taken to address raw sewage overflows and the discharge of incompletely treated wastewater due to treatment facility failures. These types of actions can prevent diseases ranging in severity from mild gastroenteritis (causing stomach cramps and diarrhea) to life-threatening ailments such as cholera, dysentery, infections hepatitis, and severe gastroenteritis.



Protecting Safe Drinking Water

The Region 8 Safe Drinking Water Act (SDWA) Enforcement Team issued 93% of the total national Emergency Administrative Orders (EAOs). The 14 EAOs ensured that drinking water system operators in Wyoming, the only state that does not have a Drinking Water Program, and on R8 Tribal lands expeditiously addressed situations that arose to the level of a potential imminent and substantial endangerment to human health, including pressure loss, *E. coli* positive, treatment failure, carcasses in a storage tank, vandalism with potential for contamination, and some chemical contaminants. Due to the region's well-developed procedures, we were able to distribute most of the orders to operators the same day or within 24-hours of notification of the potential emergency. The team issued 12 of these EAOs in a span of 10 weeks. We also issued 34 SDWA administrative orders that protected 77,273 individuals in WY and in Indian Country.

Southern Ute Indian Tribe

On March 28, 2018, the U.S. EPA Region 8 approved the Southern Ute Indian Tribe's application to administer the Clean Water Act's Water Quality Standards and Certification programs. These programs enable the Southern Ute Tribe to establish the regulatory and scientific foundation for protecting water quality, set water quality goals, and also serve as the regulatory basis for establishing water quality-based treatment controls (e.g., NPDES permit limits) and strategies for the Tribe's surface water bodies on tribal trust lands. The Southern Ute Tribe applied to EPA for Treatment in a Similar Manner as a State (TAS) for the Clean Water Act Section 303(c) Water Quality Standards and 401 Certification programs for all currently held tribal trust lands.

"The Southern Ute Indian Tribe demonstrates strong stewardship for its lands and resources through its adoption of environmental programs," said Doug Benevento, Regional Administrator. "Implementation of the Water Quality Standards program will go far to ensure critical tribal surface waters are protected." The EPA carefully reviewed the Tribe's application, and all comments received after holding two 30-day comment opportunities soliciting input from neighboring jurisdictions, local governments and the public. EPA has determined that the Tribe has met the necessary requirements and approves the Tribe's application for TAS to administer the water quality standards program. The Tribe is currently finalizing its water quality standards and will soon conduct public outreach, including holding public comment opportunities and a hearing, on the proposed standards.

Wyoming MOA

The EPA and State of Wyoming entered into a Memorandum of Agreement clarifying EPA's oversight role in Wyoming's implementation of its environmental privilege and immunity statute. The MOA makes clear that EPA will defer to the judgment of the State on how it manages penalties associated with disclosures under the State's law so long as threats to the environment are fully addressed. The State will not be required to notify EPA of any disclosures under their statute and will also keep track of the benefits associated with the implementation of their law. The goal of the MOA is to provide certainty to the regulated community that they will only deal with the State when negotiating the penalty aspect of a self-disclosure.

Superfund Enforcement

Region 8's Superfund enforcement program restores our communities by finding and pursuing the parties responsible for contamination at Superfund sites. In FY18, the enforcement program worked to obtain PRP participation through settlements, unilateral orders, or litigation. The early identification of PRPs brought viable and liable PRPs to the table to fund and to conduct response actions, thereby saving the regional Superfund response budget for sites where no viable PRPs were identified.

Region 8 actively engaged PRPs in the cleanup of sites or for reimbursement of costs, ultimately reducing direct human exposure to hazardous pollutants and contaminants, providing for long-term human health protections, and ensuring contaminated properties are available for reuse.

Specifically, in FY18 there was an increase in bona fide prospective purchasers (BFPs) agreements and issuance of comfort letters to support the administration's focus on reuse and redevelopment. The region's enforcement program takes innovative approaches in BFP settlements to address several unique issues and facilitate redevelopment.

This included a BFP agreement that involved changes to land use and future redevelopment. We helped restore communities through recovering costs spent by EPA at Superfund sites. The enforcement program utilized various orders, consent decrees and comfort letters to ensure cleanup commitments. The table above summarizes these FY 2018 outputs compared to FY 2017.

	FY 2017	FY 2018
Recovered Costs	\$3.1M	\$5.3M
Administrative Orders on Consent	8	11
Consent Decrees	1	2
Unilateral or BFP Orders	0	2
Comfort Letters Issued	Not tracked	6

Protecting Indian Country and Under Served Communities

In February 2018, Region 8 finalized the *R8 Enforcement Strategy for Tribal Public Water Supply Direct Implementation Programs*. It ensures public health in R8 Indian country is protected by resolving SDWA noncompliance in a more timely and consistent manner at tribally-owned or operated public water systems. Utilizing the new process resulted in four new enforcement actions and the escalation of four enforcement cases.

Region 8 conducted 989 tribal public water supply inspections, continuing our focus on maintaining a compliance monitoring presence and deterring non-compliance in direct implementation programs; including in Indian country. We conducted 47% of our inspections in Indian country in FY18.

In addition, 11% of enforcement cases resolved by Region 8's team of technical and legal staff were in Indian country; almost double the percentage in Indian country during the previous year. There is a continued focus on increasing direct implementation in Indian country. Approximately 30% of active non-CERCLA cases are in Indian country as of the end of FY18. These efforts are in partnership with DOJ, tribal government, and others and benefit tribal members and others living in Indian country.

Region 8 compliance and enforcement staff increased delivery of direct compliance assistance to our regulated universe by performing at least 205 compliance assistance activities in FY 2018, including facility visits and re-visits, follow-up inspections, responses to phone inquiries, trainings, and meetings. These activities help to increase compliance and benefit the communities in which facilities are located.

The Kinder Morgan CAA 112(r) civil judicial settlement required of the company to spend at least \$387,500 to install a system flare to reduce pollution at the Rabbit Gulch gas compressor station in Duchesne County, Utah. The flare will reduce emissions of volatile organic compounds that would have been emitted into the atmosphere by an estimated 3.7 tons/year and methane by an estimated 9 tons/year. VOCs can contribute local and regional air quality pollution, including ozone formation. Duchesne County is in an area that has experienced violations of the federal Clean Air Act standard for ozone.

Region 8 secured several Supplemental Environmental Projects (SEPs) intended to promote environmental and public health protection in the region's overburdened communities. One example is the Cloverdale Foods Company administrative settlement for CAA 112(r) violations. Cloverdale committed to spend at least \$114,387 to conduct specialized hazardous material response training for emergency response professionals in Morton County, North Dakota. The company will focus on addressing ammonia releases and will provide new equipment to the Mandan Fire Department to enhance emergency and spill response capabilities on the Fort Berthold Indian Reservation in North Dakota. Also, a SEP in the December 2017 administrative CWA 309(g) settlement with Crestwood Equity Partners provided further environmental benefits to the FBIR. Specifically, Crestwood provided emergency response equipment valued at \$173,088 to the Three Affiliated Tribes of the Mandan, Hidatsa and Arikara Nation.

Water Permitting

Colleen Rathbone, Region 8’s Wastewater Unit Chief, championed an electronic workflow process for internal permit reviews and concurrence. This process includes notification when documents are ready for review and the ability to edit and redirect workflow if changes are needed. Prior to this process, permit reviews took between 4-6 weeks for review and editing; we are now at 2 weeks for the same process. Implementation of the workflow process decreased our backlog by over 50%.

In addition to these process changes, we also identified an opportunity to streamline our work by developing a general permit for wastewater discharges from drinking water systems in Indian country. We have two permits currently in backlog, and rather than move forward with individual permits, we have put our efforts into development of a general permit that will address 16 current facilities, with another 2 expecting to come on-line in the next year.

In addition, Region 8 expanded the notification process beyond incomplete applications to include those situations in which companies have asked us to hold issuance of a permit, sometimes to prioritize another newer permit, or for other business reasons. By reaching out to these companies to clarify their needs and priorities, 4 permit applications were withdrawn.

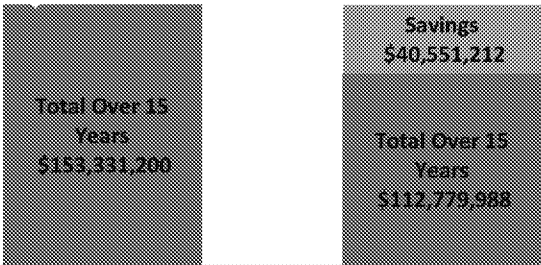


Region 8 Headquarters Reconfiguration Project

To meet the Executive Orders on greening the government and reducing the federal real estate footprint, Region 8 as part of the request for a new lease contract, proposed to reduce its footprint

from 210,000 square feet to 143,100 square feet (a 32% reduction). In collaboration with the General Services Administration, the government successfully awarded a lease for 15 years at \$34.00 per square foot per year, under the average price of \$36.00 to \$47.00 per square foot per year for real estate leases in Denver’s Union Station area. By reducing our real estate footprint, we saved \$2.47 M per year on rent for our space. In addition, by closely managing our allowances for construction of offices, workstation reconfiguration and staff moves, as well as building specific needs such as improved security systems, we used \$6.56M of an allotment of \$10.098M, with savings of \$3.5M, translated into an additional \$235K per year in rent savings for a total of \$2.7M per year. By reducing our space and managing our allowances effectively, we will save \$40.55M over the life of the 15 year lease.

Savings Due to Space Consolidation



Lease with No Changes

New Lease

